

TRADOC PAMPHLET 525-66, FUTURE OPERATIONAL CAPABILITY, 1 MAY 1997

Proponent

The proponent for this document is the U.S. Army Training and Doctrine Command, Deputy Chief of Staff for Combat Developments.

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Definition

Future Operational Capabilities (FOCs) - FOCs are statements of operational capabilities required by the Army to develop the warfighting concepts (TRADOC Pam 525 series) approved by Commander, TRADOC. FOCs address specific warfighting operational capabilities not functions or operations. They describe those capabilities in operational terms, what must be done not how to do it. The FOCs provide a stand-alone description of the capability. FOCs are enduring; they apply to tomorrow's Army, but may be equally relevant to today's or yesterday's Army.

DTLOMS (Doctrine, Training, Leadership Development, Organizational Design, Materiel, and Soldier) - An investment strategy by which operational capabilities are analyzed. The goal of this analysis is to determine the most effective, timely and least costly means to achieve the future operational capability. The DTLOMS domains are ordered progression from the least expensive change (Doctrine) to the most expensive change (Soldier) that is needed to produce an operational capability. For example, insights pertaining to a future operational capability are first analyzed from a doctrine perspective. If doctrinal changes (from Field Manual to Tactics, Techniques, and Procedures) can provide the desired operational capability, the TRADOC Commander approves them and forwards them to the operational force. If doctrine insights do not produce the desired operational capability, the same steps are used to analyze training, leader development, organizational design and material. With cost as an independent variable, the least costly and most rapid changes are considered first. Changes made toward the end of the DTLOMS domains produce a reverse "cascade" effect by generating changes in the preceding domains.

Requirements - Modifications to current Army or Joint doctrine, training, leader development, organization, materiel, and soldier (DTLOMS) structure to achieve a desired future operational capabilities.

Synopsis

This pamphlet describes the Future Operational Capability (FOC) requirements generated by the Army's combat developers. It is broken into the following chapters:

- ◆ Chapter 1. Introduction.
- ◆ Chapter 2. Integrated Future Operational Capabilities.
 - ⇒ These apply to more than one TRADOC proponent. They are integrated to provide the materiel developer with a sense of what common capabilities are needed across the force as a whole. TRADOC reviews and updates annually.
- ◆ Chapter 3. Branch/Functional Unique Future Operational Capabilities.



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⇒ These offer unique capabilities for a particular TRADOC proponent. The TRADOC proponent reviews and updates the FOCs annually.

◆ Chapter 4. TRADOC Proponent Future Operational Capabilities.

⇒ These apply to each TRADOC proponent. (The TRADOC proponents include: Air Defense Artillery, Armor, Finance, Infantry, Information Systems, Medical, Military Intelligence, Mounted Maneuver Battlespace Battle Lab, Military Police, Maneuver Support Lab, Ordnance, Quartermaster, Signal, Space, DCS-Training, and Transportation.).

◆ Appendices

⇒ A. References.

⇒ B. Combat Developer Designator.

⇒ C. Future Operational Capability Crosswalk Matrix.

⇒ D. Operational Capability Requirement to Future Operational Capability Crosswalk.

⇒ E. Future Operational Capability Keywords Indexes.

◆ Glossary

FOCs articulate required and desired capabilities that form the basis for determining warfighting requirements in doctrine, training, leader development, organizations, materiel, or soldier support (DTLOMS) systems. FOCs form the basis for conducting experimentation to define and refine requirements. FOCs:

- ◆ **do not** describe a deficiency or shortcoming;
- ◆ **do not** provide or identify a system specification, specific technology, organization or time frame;
- ◆ **do not** encompass an entire branch or functional concept;
- ◆ **do not** use relational or comparative words or phrases;
- ◆ state desired capabilities across the full dimension of operations;
- ◆ are used to focus organizational and functional structure changes through the Force Design Update process as the Army changes its organization to meet national military strategy guidance;
- ◆ are employed in the TRADOC Science and Technology reviews as the yardstick for assessing the relevance of individual science and technology efforts. FOCs guide the Army S&T investment;
- ◆ are used by materiel developers and industry as a reference to guide independent research and developments and to facilitate horizontal technology integration;
- ◆ are used within the Army Science and Technology Master Plan (ASTMP) process to provide a warfighting focus to technology base funding;
- ◆ are employed in the Army Science and Technology Objectives (STO) process as the measure of warfighting merit. Candidate efforts selected as Army STOs within this process are published in the Army Science and Technology Master Plan as the most important S&T objectives for the Army Research and Development (R&D) community. The STO review provides the basis for the construct of Advanced Technology Demonstrations (ATD). Army STOs receive senior Army leadership oversight and have priority for resourcing;
- ◆ that are high priority may be selected for ATDs to demonstrate a capability that does not currently exist. ATDs are resource intensive and provide the medium to conduct troop in-

teraction with mature technologies. The ATD demonstration plan is jointly developed between TRADOC and the materiel developer with exit criteria established to execute the ATD. ATD management plans are briefed to a council of colonels and approved at the Army Science and Technology Workgroup (ASTWG); and

- ◆ are used as a yardstick to assess the relevance of Advanced Concepts and Technology II (ACT II) broad agency announcement topics, and industry proposals to address these topics. The government determines which proposals will be funded. The government determines whether the technology offers a useful capability and if so how best to exploit it.

All warfighting requirements must have linkage through a FOC to an approved branch, operational or functional concept supporting the overarching concept, and the TRADOC.

FOCs may be updated at anytime given identification of new needs or opportunities for new capabilities. The elements to be reviewed and considered for updating the FOCs include:

- ◆ TRADOC approved concepts;
- ◆ operational lessons learned, Including Center for Army Lessons Learned (CALL) documents;
- ◆ CINC Integrated Priority Lists (IPL); and
- ◆ opportunities from technology.

What Does This Mean for Military Public Health?

The following are common themes to other planning documents on our list:

- ◆ work closely with the research, development, and acquisition communities. We must assist the Army Medical Department (AMEDD) Center and School and other service schools develop innovative state-of-the-art solutions to address lessons learned and doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) deficiencies to meet the challenges of Joint Vision 2010;
- ◆ be aware of the Future Operational Capabilities (FOCs) that require preventive medicine involvement or generate preventive medicine concerns. Integrated FOCs (applying to more than one TRADOC proponent) are listed in Chapter 2. Medical FOCs are listed in Chapter 4. The Medical FOC titles are:
 - ⇒ MD 97-001. Patient Evacuation,
 - ⇒ MD 97-002. Medical Command, Control, Communication, Computers and Intelligence (MC4I),
 - ⇒ MD 97-003. Patient Treatment and Area Support,
 - ⇒ MD 97-004. Combat Health Support in a NBC Environment,
 - ⇒ MD 97-005. Far-Forward Surgical Support,
 - ⇒ MD 97-006. Hospitalization,
 - ⇒ MD 97-007. Preventive Medicine,
 - ⇒ MD 97-008. Combat Health Logistics System (CHLS) and Blood Management,
 - ⇒ MD 97-009. Combat Stress Control (CSC),
 - ⇒ MD 97-010. Medical Laboratory Support,
 - ⇒ MD 97-011. Dental Service,
 - ⇒ MD 97-012. Veterinary Services: Capability to Provide Veterinary Support for Force XXI, and

⇒ MD 97-013. Mobility/Deployability.

- ◆ address how preventive medicine will become involved in development of both integrated and medical FOCs;
- ◆ ensure that soldier considerations are emphasized and maintained as a high priority in system design; and that system operation, deployment/employment, and maintenance requirements are matched with soldier capabilities, training, and availability. With MANPRINT, Army systems will become increasingly user-centered, reliable, and maintainable, leading to significant reductions in life-cycle costs and increased mission effectiveness;
- ◆ address how preventive medicine will become involved in development of both integrated and proponent FOCs;
- ◆ increase and foster individual military to military contact with our allies' health promotion and preventive medicine personnel. By establishing health promotion and preventive medicine forums and providing information to our friends and allies, we will forge new individual relationships and enhance alliance relationships that will prove as useful in the future, as they have in the past. This also extends to working with National and International public health organizations, other governmental and non-governmental organizations, and private voluntary organizations;
- ◆ optimize the use of technology to develop the capability to collect, integrate, store, analyze, report and transmit assessment data to track total force health. This is critical for military leaders; it is the foundation for force protection. A comprehensive military health surveillance system establishes a template and process for achieving this objective; and
- ◆ integrate comprehensive, population-based functional and surveillance medical information systems such as: DMSS, DOHRS, DVIS, DEESS, HHA, MIDI, etc. into a system of systems.